The Effect of Leadership Motivation, and Training on Employee's Performance in Enso Hotel

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Abstract. The purpose of this research is to examine, analyze and explain the influence of Leadership, Motivation and Training on Enso Hotel's Staff Performance partially and simultaneously which have positive and significant effect on Enso Hotel. This research is using primary data from questionnaire about the influence of Leadership, Motivation and Training on staff performance, which had been initially distributed to respondents. Sampling method used in this research is convenience sampling. Using the Slovin formula with 0.05 error rate, out of 108 population, 70 respondents who meet the criteria to be sample are chosen. Analysis method used is multiple linear analysis using SPSS Version 20.0. The research result shows that there is a partial positive and significance influence on motivation, work discipline and compensation variables toward staff performance variable.

Keywords: Leadership, Motivation, Training, Staff Performance

1 Introduction

Nowadays where there are many companies in service field, especially in hospitality sector, makes companies in that field trying their best to give excellent services for customer in order to be able to compete in the market and reach their target. One of the hotels is Enso Hotel, which also must be able to give good service for customers, and it cannot be separated from the role of its employees. Employees are the drive wheel in a company. The good and bad employee's performance will influence company's performance because the company is required to be able to compete in hospitality industry in order to survive in tourism industry.

A company must have certain excellence and competitiveness to survive in the sector. Good work performance shown by its employees is one of the ways. A good performance is an optimal and according to the standard set by the company. According to Kasmir [1], performance is work result and behavior attained by an employee in finishing his tasks and responsibilities given by the company he works for in certain period of time. Performance can be measured by the ability of an employee in completing the tasks and responsibilities given by his superior. Performance contains achievement standard element set by a company which has to be fulfilled. The performance result of Enso Hotel can be seen in table 1.1 below which is in form of recapitulation of company's revenue in the last two years, 2017 until 2018, which data is obtained by the researchers from financial division of Enso Hotel. Here is the recap:

Table 1. Recap of Employee Attendance 2017- 2018

Year	Target	Realization	Difference
2018	Rp. 12,543,72,889	Rp 8.714.243.934	Rp. 3,828,828,955
2017	Rp. 11.664.159.197	Rp. 4.913.106.428	Rp. 6.751.052.769

From the data above, it can be seen that in the last two years, the company has not been able to reach its target. One of the main causes is the employee's performance which is not optimal because the company only consider them as production machine, not as human. It should be remembered that in an organization, human aspect with his ability, skill and his sense of responsible as an employee is indeed a precious asset for the company that can guarantee the sustainability of the company itself. Human as manpower is expected to be able to reach optimal work productivity level according to certain standard [2].

Based on the background elaborated previously, therefore there are several problems that can be identified at Enso Hotel related to the employee's performances: Lack of leaders who puts employee's interest first., Lack of communication between leader and employees. Lack of instructions given to the employees related to daily task. Lack of motivation to reach company's target at Enso Hotel. Lack of appreciation given by the company for employees who perform well at their work. Lack of comfort in working. Lack of trainings given by company for the employees. If there is, it is not right on the target. Lack of training material which is easy to understand by the employees. There is a degradation in employee's performances at Enso Hotel.

Limitation of problem is needed in order to conduct effective and efficient research. Considering the broad problem scope influencing the employee's performances, therefore this research limits the scope only for the employees of Enso Hotel. Problem identification and limitation elaborated previously is based on the phenomenon happens at Enso Hotel related to its employee's performances. Therefore, here is the problem of the study: How is the influence of leadership on employee's performance at Enso Hotel? How is the influence of work motivation on employee's performance at Enso Hotel? How is the influence of training on employee's performance at Enso Hotel? How is the influence of leadership, work motivation and training on employee's performance at Enso Hotel?

The purpose and objective of this research is the researchers are trying to illustrate the condition of a company and the answers of problems of the research, and give the research results as input for the company. This research is conducted to empirically test the influence of Leadership, Motivation and Training on employee's performances at Enso Hotel. Meanwhile, the purpose of this study is: To find out the influence of Leadership on Enso Hotel's employee performance. To find out the influence of Work Motivation on Enso Hotel's employee performance. To find out the influence of Training on Enso Hotel's employee performance. To find out the influence of Leadership, Work Motivation, and Training on Enso Hotel's employee performance. Benefits and uses of research is an effort to illustrate and as problem solving and decision-making material in giving direction of follow-up in the development of knowledge and truth.

By knowing and understanding this research, it is expected to give benefits in: To be able to illustrate the empirical data of each influence variable (Leadership, Work Motivation and Training) on Enso Hotel's employee performance. To be made as consideration or input for the company to review their policies related to human resource management which is connected to the influence of Leadership, Work Motivation and Training on Enso Hotel's employee performance. To be references for further research for the next researchers who are interested in studying about leadership, work motivation, training and employee's

performance. To be an experience for the researchers in giving solution based on the existed and tested theory so that they can give input to solve problems.

The specific uses of this research are: The theoretical/academic use of the research is as a reference material to develop knowledge especially in human resource management field, related to Enso Hotel's employee performance. The practical use is to give input to the head or company about the influence of Leadership, Work Motivation and Training variable on Enso Hotel's employee performance. To be reference material for further research.

1.1.1 Leadership

In a company or organization, the role of a leader is certainly needed to run the existed working functions. A good leader is a leader who is able to exercise his leadership function in leading his work team. Leadership is an overall pattern of a good leader which is visible or not visible to his subordinates. Leadership directly and indirectly shows a leader's confidence towards his subordinates [3]. Without leader, organization is just a group of unorganized people with no one that gives them instruction. Leadership will change something potential into reality. Therefore, the existence of leader in organization is very important in order to achieve the organization's goal and improvement [4].

According to Tjiptono [5], leadership is a way used by a leader to interact with his subordinates. The operational indicators of leadership style are: (1) Leader who is willing to challenge process. Its criteria are: (a) Care for the company; (b) Firm in attitude; (2) Leader who is willing to inspire: (a) Always involving his team; (b) Always communicating; (c) Able to control his employees; (3) Leader who is easy to work with: (a) Cooperation; (b) Delegating tasks; (4) Leader who is willing to be a solver model: (a) Planning; (b) Quick response; (5) Leader who is willing to give encouragement: (a) Integrity; (b) Optimistic

1.1.2 Motivation

Motivation is an encouragement leading someone to act in certain way, such as taking risks, giving feedback, responsible, in order to have a chance to be excellent and innovative by reaching the highest level of their inner potency or reaching the highest level of it on the outside. According to Hezberg [6], the Motivation Dimension are as follow: Intrinsic factor: Insentive, appreciation of achievement, salary; Extrinsic factor: relation with co-workers, work environment, fair treatment [7]. Robbin [8] states that motivation is a process that takes part in determining intensity, direction and individual provision in an effort to reach the target. One of the aspects that is highly influential on an organization's target achievement is the work motivation of the employees in it.

The importance of motivation role is that it can cause, distribute and support human's behavior to work hard and enthusiastic to reach the optimum result. Work motivation is employee's working spirit for company which emerges from a person's willingness to fulfill individual needs. A proper presentation of motivation can boost employee's performances that can help company reach their goals to fulfill their employee's needs.

Motivation given by a company has to meet several goals. The purpose of giving motivation according to Hasibuan[9] are: Increasing employee's working moral and satisfaction, increasing employee's working productivity, maintaining the stability of company's employees, increasing employee's discipline, making effective employee procurement, creating good working environment and relation, increasing employee's loyalty, creativity and participation, increasing employee's welfare, increasing employee's responsibility towards their job, increasing the efficiency of equipment and raw material usage.

1.1.3 Training

According to Kasmir [1], training is a process to form and equip the employees by adding up their skill, ability, knowledge, and shaping their behavior. Training will shape the employee's behavior in accordance with the company's expectation. For example, in accordance to company's culture, they equip the employees with various knowledge, skills and expertise which match their work field. The success of a training is determined by several factors. The change in employee's behavior is supposed to be visible after following a training, in which their work spirit and motivation, and also their obedience in following company's rules will emerge and show improvement.

According to Gary Dessler [10], in measuring training variable, there are five indicators which are used: (1) Instructor. Considering that trainings are generally oriented on increasing the skills, therefore the expert chosen to present training materials has to have absolutely adequate qualification in their field, has to be professional and competent: (a) Adequate qualification or competence; (b) Motivate the participants; (c) Needs for feedbacks; (2) Training participants. The participants of training have to be selected first based on certain requirements and suitable qualification. (a) Eagerness to follow training; (b) Willingness to pay attention; (c) Skill after training; (d) Increasing knowledge; (3) Method. Training method will guarantee the process of training; (4) Material. Human resource training is a proper material or curriculum to reach company's goal related to their human resource: (a) Enhance ability; (b) Suitability of material with training purpose; (5) Training purpose. Every training needs purpose which has been determined beforehand, especially one related to Action Plan making, goal setting, also result expected from the training: (a) Skills of the training participants; (b) Work ethics understanding of training participants.

1.1.4 Performance

Jumingan [11], [12], [13] states that performance is the illustration of achievement reached by company in their operational activity related to financial, marketing and also human resource aspects. It is also mentioned by Reid [14] which states the three criteria in measuring performances: (1) Quality of work; the quality of employee's work result in certain period according to the working standard set by the organization. The indicators are precision, accuracy, neatness, cleanliness, and health; (2) Quantity of work; the quantity of work which is able to done by employee in certain period of time which meets the targeted work quantity, or exceeded the target. Punctuality; the accuracy in finishing certain tasks according to the determined duration standard. The indicators are punctuality, faster or slower [15].

2 Research Method

Descriptive Analysis This research is conducted by checking the causes of certain phenomenon to find out the description of performance [16]. Multiple Regression Analysis. Multiple regression analysis is conducted after data is collected using multiple linear regression analysis, which is used to find out if there is influence between independent and dependent variable Partial hypothesis test (t-test) is used to find out the significance influence of independent variable on dependent variable. Simultaneous hypothesis test (F-test) is used to find out whether a certain independent variable simultaneously and in real

influences dependent variable. or in other words to test the significance of multiple correlation.

3 Results and Discussion

3.1 Validity and Reliability test

Leadership (X1) Validity test using SPSS with initial respondents input = 70 people and significance level = 5%, thus df = n-1 = 69, α = 0,05 r- table obtained = 0,244. Reliability test on statement point of education variable in which all statement points are declared to be valid with r_{alpha} 0,830> 0,600. Work Discipline (X2) Validity test using SPSS with initial respondents input = 70 people and significance level = 5%, thus df = n-1 = 69, α = 0,05 r-table obtained = 0,244. Reliability test on statement point of education variable in which all statement points are declared to be valid with ralpha 0,825> 0,600

Compensation (X3) Validity test using SPSS with initial respondents input = 70 people and significance level = 5%, thus df = n-1 = 69, α = 0,05 r-table obtained = 0,244. Reliability test on statement point of education variable in which all statement points are declared to be valid with ralpha 0,825> 0,600. Performance (Y) Validity test using SPSS with initial respondents input = 70 people and significance level = 5%, thus df = n-1 = 69, α = 0,05 r-table obtained = 0,244. Reliability test on statement point of education variable in which all statement points are declared to be valid with ralpha 0,877> 0,600

Table 2. Multiple Regression Analysis

		Leadership	Motivation	Training	Performance
N	Valid	70	70	70	70
	Missing	0	0	0	0
Mean		61,93	62,30	62,37	62,19
Median		61	61,5	61	61
Mode		60	60	60	60
Std. Diveation		3,56	3,67	3,97	4,19
Range		18	18	18	21
Minimum		53	53	53	54
Maximum		71	71	71	75
Sum		4.335	4.361	4.366	4.353

Leadership Variable (X_1) Data of leadership variable is gathered from questionnaire measurement result with minimum score = 53 and maximum = 71. Mean score 61,93, median 61, and mode 60, The score range 18 and standard deviation 3,56. Motivation Variable (X_2)Data of motivation variable is gathered from questionnaire measurement result with minimum score = 53 and maximum = 71. Mean score 62,30, median 61,5, and mode 60, The score range 18 and standard deviation 3,67. Training Variable (X_3)Data of training variable is gathered from questionnaire measurement result with minimum score = 53 and maximum = 71. Mean score 62,37, median 61, dan mode 60, The score range 18 and standard deviation 3,97.

Performance Variable (Y)Data of performance variable is gathered from questionnaire measurement result with minimum score = 54 and maximum = 75. Mean score 62,19, median 61, and mode 60. The score range 21 and standard deviation 4,19. Multicolinearity in linear regression model can be checked using *Variance inflation factor* (VIF) on each

variable. *Tolerance* measures the variability of chosen independent variable which cannot be explained by other variables, in which the *tolerance* value is < 0,10 or same as VIF value > 10. The result of multicolinearity test can be seen on Table 3 below.

Table 3. Multicolinearity Test

Model	Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
	B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1 (Constant)	.607	5.056		.120	.905		
Leadership	.702	.188	.596	3.728	.000	.177	**5.656**
Motivation	.434	.177	.375	2.454	.017	.194	**5.157**
Training	.143	.124	.135	1.157	.251	.330	**3.033**

a. Dependent variable: performance

Meanwhile, VIF value for the other three independent variables that are Leadership (X_1) 5.656, Motivation (X_2) 5.157, and Training (X_3) 3.033. The three variables have VIF value < 10. Therefore, this test shows that leadership, motivation and training do not correlated each other or in other words, there is no multicolinearity in the regression model.

In this research, the researchers use t-test to test hypothesis 1 (H1), hypothesis 2 (H2) and hyphotesis 3 (H3) which have been elaborated in the previous chapter. In this t-test, if the value of t-count is bigger than t-table and the value of significance count is smaller than 0.5, therefore it can be said that there is a significant influence of independent variable on dependent variable in the hypothesis. The value of t-count is obtained from the result of questionnaire data processing using SPSS that can be seen on the table below:

Table 4
T_{count} and The Significance of
Leadership Variable (X_1) and Performance Variable (Y)
***Coefficients* (a)**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	4.482	5.272		.850	.398
Leadership	.926	.084	.799	10.963	.000

b. Dependent Variable: Performance

T-test is used to test the significance of certain variable influence, that is leadership variable on dependent variable, performance. The test is conducted by comparing α (alpha) on significance level for two side test 5%. T-test generates tcount = 51.772 which is bigger than ttable = 2.348. That means motivation variable influences performance variable. Y = 4.482 + 0.926X Y = Performance X = Leadership. Test Result of F To find out whether the relation between independent variable XI, X2, and X3, and dependent variable Y happens simultaneously and significantly or not, thus F test is conducted. From the counting result using SPSS program, the result of F-test is at level of significant (α) = 0,05.

Table 5. Fcount and The Significance of Education Variable (X1), Motivation (X2) and Discipline (X3) simultaneously on Performance (Y)

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	850.973	3	283.658	51.772	.000[a]
	Residual	361.612	66	5.479		
	Total	1212.586	69			

a. Predictors: (Constant), Education, Motivation, Discipline

b. Dependent Variable: Perfomance

According to the table above, it can be seen that Fcount = 51.772 is bigger than Ftable = 2.348. Since Fcount > Ftable therefore Ho is rejected and Ha is accepted. Meanwhile, F-test is conducted by measuring the probability value of its significance; probability value = 0.000 < α = 0.05 therefore Ho is rejected and Ha is accepted. It means Leadership, Motivation and Training variables simultaneously have significant influence on performance Therefore, in accordance with the hypothesis which says that" there is positive influence of Leadership, Motivation and Training variables simultaneously on performance variable", the hypothesis is proven right for the employees of Enso Hotel, Bekasi.

4 Conclusions

Leadership variable has partially positive and significant influence on Enso Hotel's employee performance variable. Motivation variable has partially positive and significant influence on Enso Hotel's employee performance variable. Training variable has partially positive and significant influence on Enso Hotel's employee performance variable. Leadership, Motivation and Training variables have partially positive and significant influence on Enso Hotel's employee performance variable.

Leadership variable partially has positive and significant influence on employee's performance variable at Enso Hotel, thus it is suggested to Enso Hotel's management to improve their encouragement for the employees. This means that a leader should be an example for the employees, challenging process means firm attitude and mastery of work are very important for every leader. Becoming a solver model or care for every problem and quick in making decision for company, easy to work with means that the leader is quite clever in accommodating the work in a team, give inspiration means leader is able to maintain a good two-way communication and able to give input.

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